

St. Mary's County Comprehensive Plan

1966

Goals Objectives and Policies

Regional Development Goals

Before effective action can be undertaken, the region will require agreement on fundamental **goals** and **objectives** - much as a business enterprise plots its course and establishes specific targets. In absence of community recognition of broad **policy** guidelines, economists and planners are handicapped in their work and politicians cannot come together on a unified program of action.

The region is faced with three basic challenges which may be expressed as targets or **goals** for action:

- 1) To accommodate the development which will inevitably come in the least destructive manner: to make an asset rather than a liability of residential and commercial development.
- 2) To stimulate the local economy and broaden the area's economic base: to provide jobs for the area's labor force: to reduce reliance on a single dominant form of employment: to provide a growing tax base.
- 3) To upgrade the region's human resources.

Existing School Plant Facilities

St. Mary's County has 21 public schools in operation.

The organization of the school system is based mainly on grades one through six and grades seven through twelve. The School Board's high school organization **policy** aims at including grades nine through twelve in senior high schools. The remaining junior high school grades seven and eight are predominantly incorporated with senior high schools as combined junior-senior high schools, but in some cases these two grades are adjuncts to elementary schools. Kindergarten classes are provided for in three of the schools, one of which houses only kindergarten and special classes.

Applicable school acreage standards recommend sites of 20 to 25 acres for junior high schools, and for high schools 40 to 50 acres. The county Board of Education's current **policy** in regard to site acreage for new schools calls for a minimum of 10 acres for elementary schools, and a minimum of 20 acres for high schools. The new Chopticon Senior High School completed in 1965, commands a site of 49 acres.

The Board of Education's **policy** in regard to optimum school sizes calls for a maximum of 16 classrooms for elementary schools, and 35 to 40 rooms for junior-senior high schools. An analysis of the present elementary school sizes and factors otherwise discouraging additions in cases where optimum school size has not been reached, indicates that the county's elementary school plant is generally limited in terms of further expansions. Future school needs will have

to be met predominantly through site acquisition and new school construction. Within the capacity limits set by the optimum school size of 16 rooms, it is estimated that the elementary school plants, in all, will be able to accommodate approximately 30 to 35 classrooms through future additions. (see remarks column, Table 17.) Dynard, Bethune, Greenview Knolls, and Ridge elementary schools appear capable of expansion when the need arises. Expansion of the eight classroom Hollywood School is prevented by its limited site and by the building's layout and insufficient set-back. The eight classroom Piney Point School has been constructed in an area where soil conditions prevent any extensive use of septic tanks as a means of sewage disposal, thereby prohibiting further expansion unless the disposal problem is solved. The small five classroom White Marsh school is restricted because of inadequate site acreage to the north and by limitations of mechanical equipment in the building.

ALTERNATIVES AVAILABLE FOR ACQUIRING PARKLANDS

Budgetary limitations of any municipality or county will always act as a constraint in achieving what one might consider an ideal parkland and recreation plan. But public concern for open space, coupled with new legislation and governmental programs have greatly increased the opportunities for expanding parkland and recreational resources in growing counties. In planning for St. Mary's future, it is necessary to identify potential recreation facilities, even if the monetary resources do not initially exist to realize all of the sought-after **objectives**. Through available land planning techniques, the county can help to reserve such land for future park use. Through participation in various federal and state programs, the county can materially offset the full cost of acquisition for specific projects. Maryland has some of the most progressive open space legislation in the country. St. Mary's County should take advantage of all available powers to create a broad open space and recreation program. A review of available techniques in programming and acquisition of open space recreation areas is presented below.

E. Neighborhood Facilities Program (U.S. Department of Housing and Urban Development). Under this program grants are made to local public bodies to assist in financing specific projects for neighborhood facilities such as neighborhood and youth centers, health stations, and other public facilities that provide social and related services to neighborhoods. The facilities may be provided through new construction or through acquisition, and rehabilitation, if necessary, of existing buildings. Under this program two-thirds, in some cases three-fourths, of the costs are provided.

Facilities must provide new services or extend or improve existing services in a neighborhood. Existing levels of social service in other parts of the locality must be maintained.

Priority is given projects designed primarily to benefit low-income families or to further the **objectives** of the Economic Opportunity Act of 1964.

Acquisition of Lands with Less Than Fee ownership. While outright acquisition of land has been the traditional way of securing public land, it may not be necessary to have all rights of land ownership for park and open space purposes.

The local government can negotiate to purchase easements, which take away some of the present owner's rights, and in turn give to the public agency specified recreation rights which might include use of the land for fishing, riding, hunting or sightseeing. Through the easement technique, there is also the advantage to the county or municipality of keeping the land on the tax rolls while at the same time realizing its recreation **objective**.

Land Use Planning Regulations. Land use regulations by which open space can be preserved or provided include zoning and land subdivision regulations.

Already in operation in the county, these two sets of regulations can be effectively used' to aid in accomplishment of both broad scale and localized planning for open spaces and recreation facilities. The regulations are by no means a substitute for a land acquisition program but should be adopted and administered to facilitate recreation planning **goals**. For example, the zoning regulations should be written to permit the private (commercial) recreation facilities to operate in appropriate areas in accord with appropriate standards. If a general openness of certain large sections of the county is necessary for accomplishment of a recreation **goal**, then this openness should be encouraged by zoning requirements for large lots to minimize the effect of development. For a smaller area with more localized benefits in mind, a zoning device may be employed which permits a developer to reduce the size of individual lots so long as utilities are available and the necessary amount of open space is well arranged and permanently reserved in the development so that overall population density standards are maintained.

Part II

COMPREHENSIVE PLAN

Within the next two decades St. Mary's County will use its land resources to satisfy the needs of 28,000 additional residents. Vast tracts of land will be developed for new housing, shopping centers, highways and other facilities. How can St. Mary's County use its available land resources to best advantage? Guidelines and controls are needed to assure that new growth will be mutually advantageous to both the developer and the larger community interest. The proper and profitable use of land, measured not merely in terms of an individual's immediate need but rather in terms of the community's collective need both present and future, is therefore of basic importance to every citizen.

In order to identify the particular **objectives** that are appropriate for guiding St. Mary's future growth it is necessary to understand the special potentials and problems of the area. Part I of the Comprehensive Plan report provides the basis for this understanding. A brief summary of major findings is outlined below.

SUMMARY OF FINDINGS AND PLANNING OBJECTIVES MAJOR FORCES AFFECTING COUNTY DEVELOPMENT

On the positive side, the major growth determinants in St. Mary's County can be summed up as follows: Expansion of the Washington Metropolitan area will be felt in St. Mary's County owing to its easy accessibility. While the distance from Washington will preclude any substantial amount of "dormitory" housing for commuters, the county is ideally situated for second home

and retirement living housing, as well as for recreational and tourist attractiveness. St. Mary's has many advantages in the natural amenities provided by its abundant waterfront, rolling landscape and cooler summertime climate. These are decided assets which are within reach of Washington Metropolitan area residents who in years ahead will have more income and leisure time to spend on housing and recreational activities.

The highway network, existing and planned, will be a significant factor in shaping St. Mary's emerging pattern of development. In the next 20 years there will be major additions to the roadway network, especially limited access highways in the form of the new South-East Expressway and the Potomac and Bay crossings through St. Mary's County.

The interchanges and locations accessible to major highways will become the main focal points for new growth. Ready access to the regional expressway system is vital to major retailers, industrial firms and urban dwellers. Opportunities, and communities as yet unborn will begin to take shape as highway construction plans unfold in St. Mary's County.

On the less positive side, however, there are drawbacks which will act as deterrents to county growth. These include the limited range of employment opportunities in the county; declining agricultural employment; declining revenue sources needed for providing expanded urban services; and other economic difficulties. While these limitations will gradually tend to be offset or stabilized by the opportunities provided by new growth itself, it is apparent that the manner and places in which this growth occurs has direct bearing on a solution to existing problems. There are significant natural limitations which future development must deal with in order to realize prosperity and otherwise avoid increasing problems.

Future growth must be encouraged in some areas and re- strained in certain other areas. The importance of agriculture to the economy of the county dictates that prime agricultural soils be not needlessly encroached upon by new development.

Since these prime agricultural lands are situated along the Potomac River front it is essential that the county does not allow a "free-for-all" development of its river front. There is ample waterfront property available to accommodate new housing subdivisions within the next 20 years. Much river front land can be left open to development, but other river front land should be initially preserved for continued agricultural use.

The danger of increasing water pollution and the possible collapse of the seafood industry is another major development drawback. Many soils in the county are unsuited to septic installations as a means of sewage disposal. Central sewerage systems will be required; but attendant high costs will tend to limit the amount of development.

Uncontrolled or "sprawling" growth will place a burden on municipal services and community facilities. In so far as possible new growth needs to be encouraged within and adjacent to communities where services already exist and can be expanded without prohibitive costs. In turn, areas remote from existing service centers should remain undeveloped.

In short, the allocation of land for future growth must be structured so as to take advantage of existing and potential assets and avoid development which will have a destructive impact on the

economy and fiscal resources. The following section defines the explicit development **objectives** that underlie the Comprehensive Plan.

MAJOR OBJECTIVES FOR COUNTY DEVELOPMENT

Broadly stated, the **objectives** of the county plan are to bring people and urban services and facilities together in order to meet their daily needs. It also seeks to secure the highest and best use of land for both rural and urban purposes. In reserving land for agriculture and preventing the scattering of population it is aimed at reducing the tax burden resulting from the need to provide urban-type government facilities in sparsely populated areas. To accomplish these ends the land use plan must secure a long-range balance of the supply and demand for land for both rural and urban purposes, control the use of all land and intensity of development and then provide all urban development in the county with at least the following minimum urban services and facilities: public water supply, public sewerage system, police and fire protection, modern schools and useful recreational facilities.

Specifically, the following development **objectives** are essential in order to achieve beneficial growth in St. Mary's County and avoid an otherwise detrimental pattern of growth.

1. Promote Residential Development of Good Quality. Residential development can be a significant and growing source of economic strength. It can be a sizeable industry in its own right and it can be the key to further employment growth. Positive benefits are not automatically achieved, however. Poorly planned and low-quality development can be blighting, damaging to economic growth and detrimental to the fiscal health of the county. Diversified development should be encouraged for a range of family income levels.
2. Conserve Prime Agricultural Lands, Since an abundant supply of waterfront land exists for new housing subdivisions, it is essential that land of lower agricultural value be used for development, and that remaining waterfront land of high agricultural value be retained for continued farming use. The avoidance of haphazard or "free-for-all" waterfront development will also facilitate and lessen the cost of providing municipal services.
3. Creation of Sanitary Districts for a Regional sewerage Network in Order to Eliminate Pollution Hazards. The channeling of development of sufficient density into specified areas will make it economically feasible to provide central sewerage systems, not otherwise possible if development is too scattered. The creation of sanitary districts and system planning should be the ultimate **objective** in order to overcome pollution hazards due to piecemeal and limited means of sewage disposal. Increasing pollution will have a detrimental impact on the recreation and seafood industries which are important to the economy of St. Mary's County.
4. Encourage concentrated Growth in and Adjacent to Existing and New communities. A failure to encourage orderly growth and consequent scattered development will result in a costly proliferation of essential municipal services. Economies of scale can be achieved in providing municipal services if concentrated growth is encouraged.
5. Avoid Excessive Scattered Development in Rural Areas Where Municipal Services Do Not Exist, Essentially the opposite of the preceding **objective**, the plan should achieve a balance in

the allocation of land for development sectors and for rural-agricultural sectors where development should be kept at a minimum for other than non-farm housing.

6. Reserve Land for Expressway Alignments and Highway Improvements. The land required for future expressway alignments and interchange points should be retained in agricultural zones so as to discourage development and facilitate sub-sequent acquisition.

7. Reserve Expressway Interchange Points for Intensive Industrial District and Shopping center Uses and For Adjoining Planned Community Development. It is essential that these more intensive functions be concentrated at points of greatest accessibility. The reservation of land for such use will promote and invite new employment opportunities in the county.

8. Reserve Land for Park and Recreation Purposes. The expansion or creation of a viable "recreation industry" is essential to the economy of the county. Areas ideally suited for regional parks and recreational use should not be developed. River and stream valley forest lands should be conserved and used for recreational purposes and continued forest growth.

9. Adopt and Enforce Zoning and Other Measures consistent With the Foregoing and Other **Objectives** as Reflected in the comprehensive Plan,

COMPREHENSIVE PLAN

The Comprehensive Plan is intended to provide direction to the many public and private development decisions in years ahead, and in turn is not to be viewed as a static conception of what the county will be like. A plan recognizes the evolutionary or changing nature of a region and strives to channel the process and direction of growth itself. The continued growth of St. Mary's County needs to be considered as an evolving adaptation to rapidly changing circumstances. Flexibility must be the keynote of any plan, and wide latitude for private initiative, choice and adjustment to unpredictable change must be provided. Thus, the plan should not be viewed as a **goal** in itself, but rather as representing a unified set of **policies** and proposals for guiding public and private decisions.

The role of public **policy**-as expressed in the Plan-serves to channel the many private decisions made by investors, producers, and consumers toward long-range **objectives** through land use controls, and through direct public investment in capital facilities. The location and timing of new public facilities-particularly sewer, water, and highways-can be instrumental in shaping the pattern of county development.

Necessarily, the emphasis of public action should be placed on immediate and short-range planning and programming because of the difficulty in farseeing changes in technology and consumer taste beyond a decade. The long-term character and rate of growth cannot be forecast with accuracy. The Plan needs to be reviewed periodically on a comprehensive basis in order to remain effective.

Because this **goal** can be achieved in a number of ways, three basic concepts are analyzed in this report with regard to their adaptability to the county land use plan. These concepts are: (1) Planned sprawl (2) A. system of planned communities, and (3) urban core development.

THE 1985 LAND USE PLAN

Major Land use Determinants

Key factors that will be influential in shaping the county's pattern of development are illustrated on Plate 19. In a predominantly rural and open area such as St. Mary's County, the natural features of land and water will determine the general outline of where new development will occur.

Man-made factors, such as new highway construction and capital investment in existing urban areas will exert a more predictable pattern of growth within the vicinity of these improvements. The recent establishment of the Mataponi Sanitary District, for example, will result in an accelerated rate of growth within the greater Lexington Park area after the construction and availability of sewerage facilities.

Increased accessibility resulting from the completion of expressways will also, in turn, define potential development areas, especially near interchange points that commonly become the target for commercial and industrial activities.

A foremost natural amenity or feature in St. Mary's County is its extensive waterfront, where competition for new housing, recreational pursuits, the seafood industry and agriculture all join hands. The county's prime agricultural soils cluster along the Potomac and Wicomico Rivers as generally shown on Plate 19. Within the past several years extensive waterfront lands have been devoted to housing subdivisions, particularly in the northern half of the county where distance to the Washington Metropolitan area are shorter. The eventual displacement of the county's agricultural mainstay is but one aspect of the transition taking place. The attendant problem of providing a safe means of waste disposal for urban type waterfront development must also be recognized, as many soils are poorly suited to septic tank installations (see Plate 16).

While the many opportunities and activities offered by an abundant waterfront are welcome additions to the future of St. Mary's County, public **policy** must insist on a reasonable regulation of the use of this prime waterfront resource. The Comprehension Plan accordingly calls for development densities that will assure a minimum pollution hazard in conjunction with Health Department Regulations specifying lot sizes based on drainage conditions of a given parcel. In order to protect valuable agricultural lands from premature development the Land Use Plan has been designed so to reserve the southern portions of the Potomac from premature development. Within the 20-year duration of the Plan sufficient waterfront land is available to accommodate both expected housing developments and the economically important tobacco industry in St. Mary's County.

It is proposed that residential development be concentrated primarily along (1) the Route 5 and 235 corridor, in sufficient depth to allow for subdivision and local feeder street development, (2) in and adjoining the urbanizing centers of Lexington Park, Leonardtown and other towns, and (3) along the Patuxent riverfront, the Chesapeake Bay, and the upper stretches of the Potomac and Wicomico Rivers. Parts of the lower stretches of the Potomac riverfront are to be retained for agricultural use in accordance with the development **objectives** previously discussed.

Other locations not designated on the plan may prove well adapted for industrial development. Public **policy** should welcome the introduction of compatible and desirable industrial growth at locations determined suitable after review by the planning commission in response to requests by future industrialists. In a land area so vast as St. Mary's County it is obviously impossible to pinpoint all future industrial sites.

Summary

The proposed Land use Plan reflects the recommended county development **objectives**. The Land use Plan shows the pattern and direction that growth should take to the year 1985. A wide margin or choice within the development sectors of the plan exists. Although this plan recommends functions and uses for the year 1985, to be effective it must be continually re-studied and revised if necessary, as unforeseen factors accelerate or slow the rate of growth and development in the county.

TRANSPORTATION PLAN

Transportation is the second major element of the comprehensive Plan. The Transportation Plan, Plate 23, shows the system of expressways, highways, and major collectors recommended for completion in St. Mary's County during the next two decades.

Limited access freeways are the most important additions to the existing highway system, as these will greatly increase the county's accessibility to the Washington and Baltimore metropolitan areas. The likely locations of interchange points are also indicated on the Plan. These interchange access points represent maximum areas of accessibility and are accordingly designated as critical development sectors on the Land Use Plan. Interchange areas will become the focal points for future high intensity land uses, including commercial and industrial development.

Transportation affects the character of the county by influencing the accessibility of land for various uses, the density of population, and the location and intensity of utilization of shopping and work areas and other centers. By controlling the relative accessibility of an area to markets and to resources, transportation exerts a strong influence on economic growth.

Because of these factors, transportation is an important planning tool to government. Most decisions about the location, function, investment, and timing of transportation facilities are made by government--local, state, and federal. It is obvious from the long-range influence on the community and the amount of investment and life span of transportation facilities that they should be carefully planned to meet future needs and community **goals**.

The need for recreational pursuits reflects both local and national trends of increased leisure time, rising disposable income, and increased automobility. Such factors encourage individuals and families to seek recreational activities. Official county **policy** for the establishment of a viable recreation system in the county should recognize not only the needs of local residents but should be fully aware of the economic advantages that will accrue to the county.

Records of the County Economic Development committee provide striking evidence of the regional and state-wide interest in St. Mary's County. The committee annually receives from 2,500 to 3,000 inquiries from recreation minded enthusiasts. The inquiries are from people interested in vacation information, boating and fishing opportunities, historical highlights in St. Mary's and from home seekers wishing to retire in the county.

The increasing demand for recreational opportunities is also evidenced by the recent proliferation of county agencies responsible for park and recreation programs in the county. During the past five years, leadership and prime responsibility for neighborhood play areas has been initiated by the highly successful programs of the county Youth Commission in cooperation with both Public and Parochial School Boards.

With the forming of the county Youth camping and Recreation Association, the program of the Youth commission has expanded into providing neighborhood parks and camping areas independent of school site grounds. With the recent creation of St. Mary's Recreation and Parks Board, the county now has authorization to avail itself of State and Federal funds for park acquisition, but the organizational arrangements between the separate agencies is still uncertain. Agreement as to the individual roles and responsibilities of each group is essential in order to achieve the county's park and recreation **objectives** without unnecessary duplication of effort and cost.

RECOMMENDED POLICIES FOR ACHIEVING RECREATION GOALS

A. Coordination of the activities of several levels of government is essential in order to achieve the county's park and recreation **objectives**. The need for interdepartmental coordination at the county level is underscored when it is realized that State and Federal recreation interests are also involved. Until the county adopts a comprehensive open space program to provide guidance and set priorities, many opportunities for coordination will continue to be missed. It is recommended that the Youth Commission through its Recreation Department concentrate its efforts on the management and operation role in developing the county's recreation and park system. The county Recreation and Parks Board through its staff can effectively function in the planning, acquisition, and physical development role without overlapping services in a management capacity.

B. The county should act to broaden and enhance its recreational opportunities through the adoption of an open space recreation program. In order to coordinate the various levels and agencies of government and to agree upon an action program for the development of a broad-range open-space-recreation system, the county needs to adopt an official recreation plan as part of the Comprehensive Plan.

C. The successful development of a long-range open-space recreation plan can be meaningful only if the county commits itself to necessary appropriation of public funds and takes advantage of state and federal subsidies. The limited **policy** of utilizing only existing school facility grounds and reliance on donations of land cannot close

the wide gap in the county's recreation and parkland shortages. Federal and state funds are available to assist in acquiring needed recreation areas. The county should take continuing advantage of available subsidies by committing its own share of funds within the limits of sound

fiscal planning. Continuing acquisition of recreation lands should be undertaken while the land is still available at a reasonable cost.

D. The cooperative arrangements achieved by the Youth Commission with public and parochial school boards in providing neighborhood recreation areas should be encouraged and expanded. The integration of indoor and outdoor school facilities as local recreation centers has been highly successful in the county. Schools serve as focal points for many neighborhoods, and joint use of recreation facilities can be provided at other locations as well.

E. The county should strive for a balanced local and regional program. While a problem exists in arriving at a balance between regional and local recreation needs, the county should not overlook the steps it can take to preserve land for regional facilities until state or federal acquisition takes place. Of necessity the county must initially concentrate its efforts and available funds in meeting local neighborhood and community recreation priorities.

But the economic importance of regional recreation facilities must be safeguarded through appropriate zoning and other controls until acquisition and development can occur.

F. Private land developers should be encouraged to provide neighborhood parks and play areas within their developments. Through more flexible zoning and subdivision controls the private market can be encouraged to provide more play areas, parks, golf courses, clubs, and marine facilities.

Neighborhood and Community Facilities

A. School-Recreation Centers Public Schools will continue to be the center of neighborhood and community recreation activity. Neighborhood recreation should continue to focus around play fields provided in conjunction with elementary schools. This approach of meeting local needs through cooperative arrangements with public and private schools has proven of great success in the county. Six additional sites are now in the planning stage.

The plan proposes further expansion of this program in the years ahead in order to achieve the **goal** of a recreation area for each county neighborhood. As new schools are constructed it will be wise practice to acquire sufficient land in order to make this program possible at other locations in years to come.

PLAN IMPLEMENTATION

The success of any planning program lies in its implementation, a responsibility of the community. Planning operates under the **objectives** established by the state and is regulated locally by the citizens of the community through the elected representatives and officials. The Planning and Zoning Commission, an advisory agency to the County Commissioners, is charged with planning activities including the following:

1. To develop and maintain a comprehensive plan for the county.
2. To advise and to review and make recommendations on all decisions by other agencies dealing with elements of the plan.

3. To review and take action on all subdivision plats which involve development within the county.
4. To prepare zoning regulations and to review and make recommendations on all amendments.
5. To develop general plans and review specific projects dealing with county growth and development.
6. To prepare and review the capital improvement program.

Wide encouragement is given to industrial development in the county. While it is impossible to foresee all potential industrial locations and equally impractical to delineate them on the Zoning District Map, prospective industrialists wishing to set up shop in the county can be best accommodated at locations that are judged appropriate after individual review. Future highway interchange locations, for example, represent prime industrial and commercial development sites. Zoning **policy** should encourage the preservation of such locations and facilitate rezoning from an agricultural zone when timing is opportune.

SUBDIVISION REGULATIONS

When vacant land is divided into lots and provided with streets and utilities, the county has its only opportunity to obtain the pattern it desires for the future. Once the pattern is set and the plan becomes bricks, mortar, and steel then it cannot be changed without great difficulty and expense. The pattern not only involves the physical layout and amount of public funds required for future upkeep but has a direct bearing on the nature and stability of the uses to which the land is put. So, the proper regulation of the subdivision of land for urban use initially, is, along with zoning, of fundamental importance in carrying out the **objectives** of the master plan.

Subdivision regulations -cover essentially two aspects of land development--the layout of streets and lots, and the construction of streets and utilities. Inadequate standards in either case will create problems for both the county and future owners in upkeep and replacement costs. On the other hand, these standards must be reasonable otherwise, they may discourage or make economically impossible the desirable development and growth of the community.

The regulations presently in effect in St. Mary's County since 1954 provide for all the basic procedures and standards necessary. With but a few changes and additions, the regulations should prove quite serviceable. Certain amendments should be undertaken in view of experience gained since their initial adoption and also to assist in better recognition of the **objectives** of the comprehensive plan.

CLOSURE

Drafts of the above regulations have been prepared for review by the Planning and zoning Commission and its recommendations to the County Commissioners. The enactment of these

tools is essential to attaining the community's objectives in developing its physical environment in the manner most beneficial to the county's general welfare.

ADMINISTRATION

Planning is a recognized governmental process. Planning operates under the general **objectives** established by the state and is regulated locally by the citizens through their elected representatives and officials. The Planning Commission is the advisory body to the Board of County Commissioners on planning.

Planning activities entail both-short-range and long- range matters. Long-range planning provides guidance to future community growth--development over the next few decades without particular reference to any schedule of execution. It is essentially a broad statement or outline of **policy** within which day-to-day decisions can be made. Short-range planning, on the other hand, is more concerned with current problems facing the county and with adjusting and timing these in terms of the long-range **objectives**.